

Strategic Plan of the National Council for Civil Liberties and Human Rights

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The planning process

The strategic plan of the NCCLHR has been prepared by the management team with the support of the Danish Institute for Human Rights. The planning process has been the result of a joint participatory effort involving the following steps:

- Analysis of the mandate
- Status for the main tasks
- Guiding principles
- The role of the Council
- Analysis of internal factors
- Analysis of external factors
- SWOT Analysis and identification of potential interventions to fulfill the mandate
- Development of key-resort areas and related strategies
- Presentation to the Council's Board of the draft strategic plan for discussion and revisions
- Finalization of the strategic plan
- Development of summary and presentation folder
- Adoption by the Council's Board of the strategic plan
- Presentation of the plan to key stakeholders and partners
- Public launching

Subsequent to the adoption of the Strategic Plan, the NCCLHR will prepare action plans for the implementation of the stated strategies in cooperation with relevant partners.

1 The National Council for Civil Liberties and Human Rights (NCCLHR)

1.1 The Mandate

The National Council for Civil Liberties and Human Rights (NCCLHR) is the independent national human rights institution of Libya. It was established by the National Transitional Council of Libya the 28 November 2011 according to the Law No. 5. The Board of the NCCLHR was constituted in the Decree No. 185 for 2011 passed by the Transitional National Council. The law provides for the mandate of the NCCLHR and which is based upon the Paris Principles. The purpose of the NCCLHR is stated in Article 1 of Law No. 5. It states that the aim of the NCCLHR is:

“to promote the protection of public freedoms and human rights, enhance their values, spread awareness concerning them, contribute to their exercise, observe and deter violations of these public freedoms and human rights, encourage and support civil society organizations that are concerned in protecting them.

This council shall have its legal character as well as the autonomous financial responsibility. Its main headquarter shall be based in the city of Tripoli with branches and offices to be established in the different cities and regions of Free Libya. It shall enjoy in dependence in the exercise of its tasks, activities and responsibilities”.

The main tasks of the NCCLHR are outlined in Article 3 as follows:

“To achieve its objectives, the council shall carry out the following tasks:

- 1- *Develop a national action plan to enhance and protect public freedoms and human rights in Libya in cooperation with the civil society entities active in human rights, and propose ways to implementing this plan to the relevant agencies.*
- 2- *Propose draft bills in the area of protection of public freedoms and human rights and present recommendations to the competent authorities to achieve this objective. Consult and provide advice to the security organs and Ministry of Justice to this effect as needs be.*
- 3- *Encourage, assist, support and protect private/community human rights entities.*
- 4- *Provide necessary opinion, proposals and recommendations regarding issues concerning the protection and enhancement of human rights that are referred to it from the competent authorities and human rights organizations.*
- 5- *Receive complaints pertaining to the violation of public freedoms and human rights, investigate regarding these complaints and refer what needs to be referred to the competent authorities with follow up or with informing the concerned agencies regarding the legal actions that need to be taken and assist these agencies in taking actions regarding violations or in reaching settlement and resolution with the concerned parties.*
- 6- *Follow up the implementation of the international conventions and treaties on public freedoms and human rights and present to the concerned agencies necessary proposals, comments and recommendations to ensure valid implementation.*
- 7- *Cooperate with national and international human rights organizations and agencies in a manner that contributes to achieving the objectives of the council and improve its relations with such organizations and agencies.*
- 8- *Participate with the Libyan delegations in the meetings of the regional and international organizations concerned with the protection of public freedoms and human rights.*
- 9- *Contribute with opinion in the development of reports which the State is committee to present on periodical basis to human rights committees within the implementation of relevant international conventions, and respond to the queries of such committees/agencies in this respect.*

- 10- *Work to disseminate the culture of public freedoms and human rights and educate the citizens regarding them with the assistance of private human rights entities and the institutions that are competent in the affairs of education, training and information.*
- 11- *Organize conferences, seminars and discussion forums on topics related to public freedoms and human rights or issues related to them.*
- 12- *Provide necessary suggestions to support institutional and technical capacities in the areas of public freedoms and human rights including technical training and rehabilitation of staff working in the State institutions that are relevant to public freedoms and economic, social and cultural rights with the objective to raise their competency.*
- 13- *Publish bulletins, journals and publications dealing with the objectives and tasks of the council.*
- 14- *Publish bi-annual reports on the situation of the public freedoms and human rights at the official and community levels.*
- 15- *Appeal before the judicial system against any law, legislation or decision that implies violation of public freedoms or human rights and work with the legislative authority to prevent the enactment of any legislation that may violate human rights and publish reports on what the council does to this effect”.*

1.2 The Council Guiding Principles

- Universal Declaration on Human Rights of December 1948.
- Ratified Covenants, Conventions and Treaties.
- Paris Principles.
- "Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework" UN Human Rights Council; 16 June 2011.
- Principles of good governance: *“Transparent, responsible, accountable and participatory government, responsive to the needs and aspirations of the people, is the foundation on which good governance rests, and that such a foundation is a sine qua non for the promotion of human rights”*(UN Commission on Human Rights; E/CN.4/RES/2000/64; 27 April 2000).
- Principles of rule of law: *“...a principle of governance in which all persons, institutions and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated and which are consistent with international human rights norms and standards. It requires, as well, measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness and procedural and legal transparency.”* (Report of the UN Secretary General, S/2004/616).

1.3 The Role of the Council

The vision of a national human rights institution is a society that protects and respects civil liberties and human rights and their fulfillment for the Libyan nation and its people.

Vision statement:

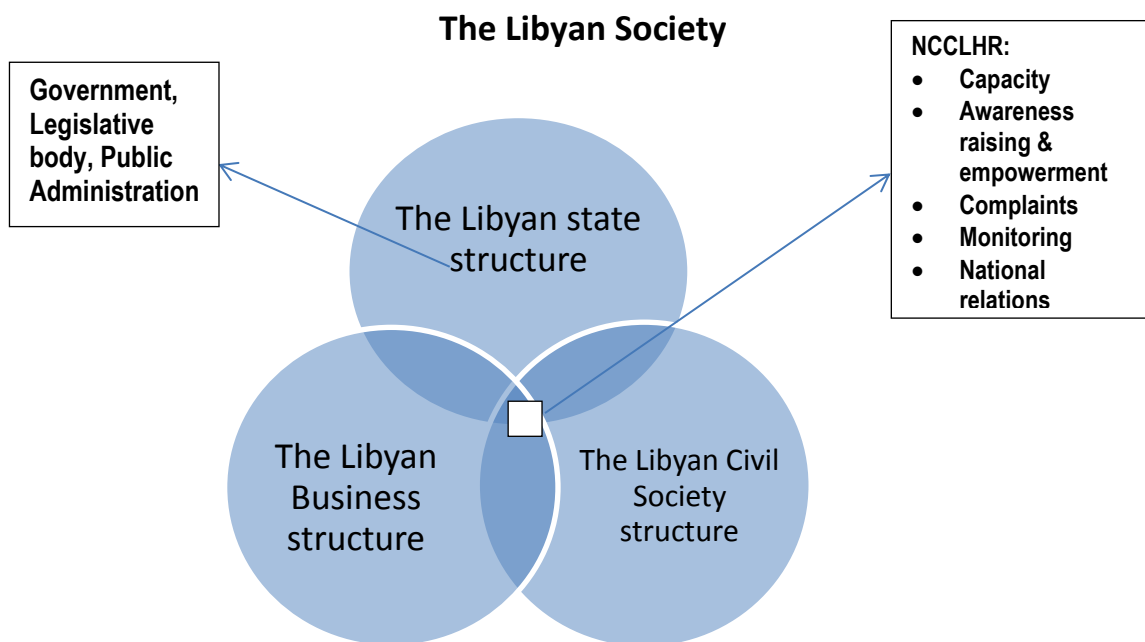
The vision of the NCCLHR is a Libyan society based on a culture that encompasses human rights and where civil liberties and human rights are protected by the rule of law.

For that reason the NCCLHR is established with the mission described in the NCCLHR mandate Article 1.

Mission statement:

The mission of the NCCLHR is to protect and promote civil liberties and human rights for the Libyan nation and for all Libyans.

The role of an independent national human rights institution is to directly and indirectly influence all decision processes in the society where civil liberties and human rights are affected. As a consequence of that, the national human rights institution should be the national civil liberties and human rights focal point and expertise center with close connections to and cooperation with all state structures, business structures and civil society structures. Furthermore the national human rights institutions should directly and in cooperation with these structures, raise awareness of civil liberties and human rights among all citizens as rights holders and empower them to claim their rights. In this regard, the national human rights institution has a special obligation to handle complaints from individuals and groups of individuals living within the area of the state jurisdiction. As civil liberties and human rights focal point and expertise center, the national human rights institution has the obligation to build sufficient capacity, national and international networks to be capable and accessible for all target groups and their needs in regard to civil liberties and human rights issues. The role of the NCCLHR can be shown as depicted in figure 1:



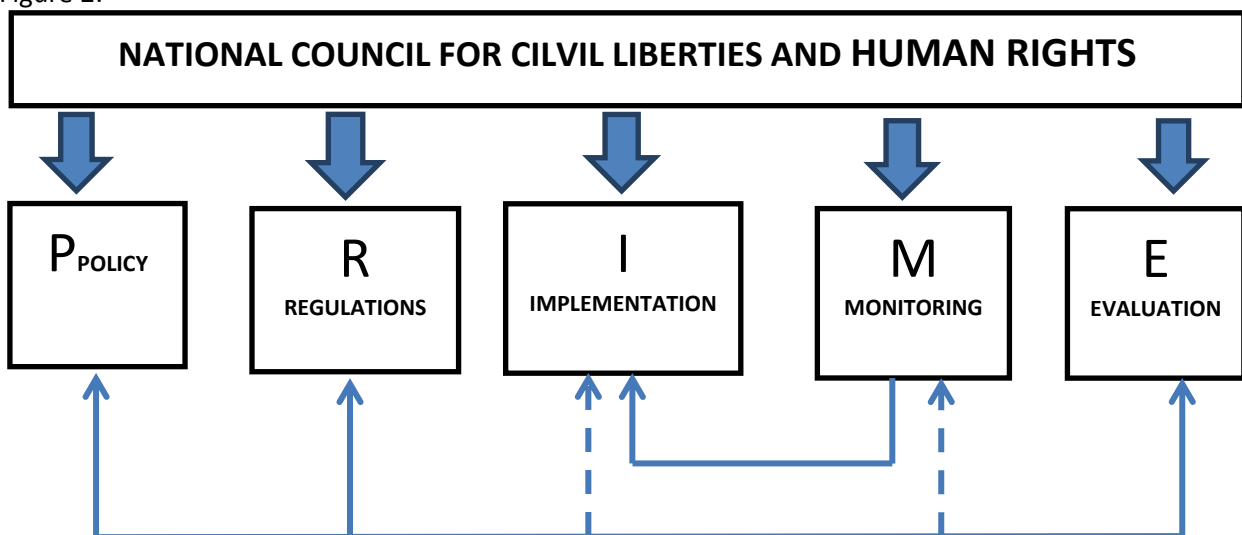
The driving logic of the NCCLHR strategy is shown in figure 2.

The logic behind the NCCLHR strategic approach is that all decision processes at all levels within the structures in the society, in principle, have the following steps:

- First, a policy describes an objective and related desired outcome (what should be the situation when the policy is implemented).
- Then rules and regulations to ensure the outcomes are developed (which laws should regulate the society to ensure the implementation).
- Then the rules and regulations are implemented in accordance with an action plan (enforcement of laws and change in the society as consequence of the laws).
- Then the degree of implementation is measured and the action plan managed accordingly (the way and degree enforcement of the law is monitored and procedures are optimized).
- Then the policy and its implementation is evaluated and adjustments initiated if the expected outcomes are not materialized (the effect of the law is evaluated and adjustment of policy or reform of the law initiated if implementation of the policy has not shown the intended effect).

The NCCLHR has a need to influence all steps in civil liberties and human rights related processes in and between the target groups and must priorities and focus on how to contribute to results within each and every of the mentioned steps in order to fulfill its mission.

Figure 2:



The NCCLHR has chosen to define the following six intervention areas based on the logic of the NCCLHR strategy as shown in figure 2.

1. Build a strong and sustainable NCCLHR.
2. Build political will to implement human rights.
3. Build a harmonized human rights based legal framework.
4. Contribute to ensure exercise of human rights (in Libyan society).
5. Observe and deter violations of personal freedoms and human rights.
6. Evaluate the promotion and protection of civil liberties and human rights.

The intervention areas are described as follows:

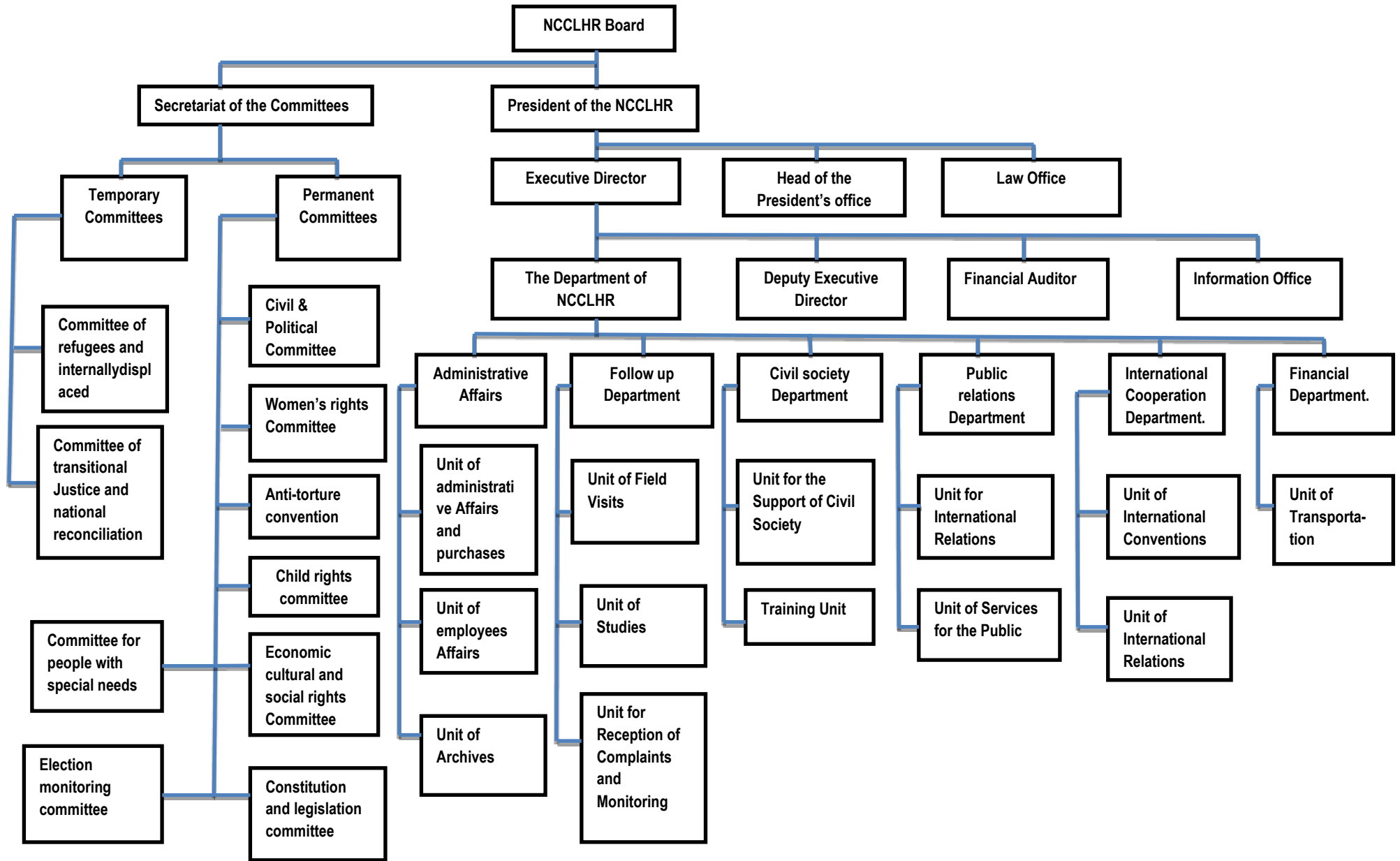
1. **Build a strong and sustainable NCCLHR** (Mandate Article 3, section 7 and 13). The NCCLHR should have a legal base in accordance with the Paris Principles. It should have a national and international

image as credible, knowledgeable and professional national human rights institution. The NCCLHR should be accessible and present for all people in Libya. It should have a wide spread national and international network and be able to attract both national and international support for its activities and thereby be capable of effectively building a human rights culture in Libya, which is recognized by the Libyan people and the international community.

2. **Build political will to implement human rights** (Article 3, section 1, 6 and 8). The NCCLHR should, as the human rights expert center, give advice to the key decision makers within state, business and civil society on how to nationally and internationally promote and protect human rights and how fulfill national ratified international conventions and treaties, including reporting obligations and implementation of recommendations. The NCCLHR should take the role as catalyst in human rights dialogues between the key decision makers in regard to reporting processes and national human rights action plans.
3. **Build a harmonized human rights based legal framework** (Article 3, section 2 and 15). The NCCLHR should promote and contribute to harmonization of ratified international human rights law into the Libyan legal framework, and be a catalyst for law reform processes on important human rights issues that are identified in monitoring based evaluation reports and by recommendations from national and international key human rights role players. The NCCLHR should take its checks and balance role in the Libyan democracy by safeguarding that all Libyan laws respect ratified international human rights law.
4. **Contribute to ensure exercise of human rights in Libyan society** (Article 3, section 3, 10, 11, 12). The NCCLHR should contribute to building a human rights culture throughout the Libyan society that is within state administration, business administration, civil society administration and activities, and in the knowledge and behavior of all Libyan citizens. The NCCLHR should be a catalyst for developing a human rights culture that ensures awareness and empowerment of citizens, training and correct behavior of all law enforcement personnel, secure provisions of services from the state in accordance to law, correct behavior from all business entities and equal opportunities for all civil society organizations to conduct their activities within a transparent and predictable legal framework as independent and free entities, in accordance with human rights standards.
5. **Observe and deter violations of personal freedoms and human rights** (Article 3, section 5, 14). The NCCLHR should secure that all citizens have the opportunity to complain if they feel their rights are violated. The NCCLHR should monitor the degree of implementation of the ratified international conventions and treaties and the status for the Libyan human rights culture and give recommendations to the relevant accountable managers on how to improve implementation.
6. **Evaluate the promotion and protection of civil liberties and human rights** (Article 3, section 4, 9 and 14). The NCCLHR should be the focal point for monitoring and evaluation on human rights by national and international competent authorities, organs, and human rights organizations and

provide relevant opinions, proposals and recommendations to key decision makers in best practices and issues of concern in regard to the implementation of human rights standards.

1.4 The structure of the Council



2.0 Strategic plan 2014 - 16

2.1 Ambition

The ambition of the council is to impact effectively and positively on the protection of human rights by the Libyan public authorities, on the respect of human rights by the businesses in Libya, on the promotion of human rights by civil society and on the human rights awareness of citizens.

The NCCLHR is facing a large number of challenges to fulfill its mission and a list of potential interventions has been identified (chapter 3, planning base section 3.4). It will take a considerable time for the NCCLHR and its target groups to create an impact on the Libyan society as described in the role of the NCCLHR. Therefore, it is important for the NCCLHR to focus on what is considered important for the development of the new Libya and on the same time, to focus on delivery of results in the short term that can show to the target groups and the society that NCCLHR can make a difference and create a wanted change in the behavior of society.

For the planning period 2014 – 2016 the NCCLHR has chosen three key result areas with the strategic priorities are as follows:

Key result area 1: Building capacity and image of the NCCLHR

- Strengthening of the organizational functions and departments of the NCCLHR
- International Coordinating Committee for NHRI A-Rating
- Establish “human rights dialogue forum”.
- Image Building
- Funding strategy

Key result area 2: Mandated tasks of the NCCLHR

- Detention Centers
- Complaints Handling
- Monitoring and reporting
- Law reform
- Education and awareness raising

Key result area 3: Sector wide approach to implementation of human rights

- Business
- Health

The development of a national human rights action plan can be taken into consideration when the capacity of the NCCLHR is considered adequate and when the new constitution is in place as the legal foundation of the country. The NCCLHR will in the period promote that civil liberties and human rights are included in the constitution.

Key Result Area 1: Building capacity and image of the NCCLHR

Overall objective: “building capacity and image of the NCCLHR” is: *“The NCCLHR is established as sustainable and professional national human rights institution in accordance with the Paris Principles and with a high degree of credibility nationally as well as internationally”.*

The overall objective is pursued by the following strategies:

A. Strengthening of the organizational functions and departments of the NCCLHR

Strategic objective: *“The NCCLHR has an enabling organizational structure for fulfilling its mandated functions”.*

The strengthening of the organizational functions and departments of the NCCLHR can be achieved through the following steps:

1. Plan for building the capacity of the NCCLHR to implement its strategic plan:
 - I. Basic 2 – 3 week long human rights training for the entire NCCLHR staff.
 - II. Specialized human rights training regarding the functions of the departments.
 - III. The education desk and the international department of the NCCLHR need to become aware of tools and methodologies used by NHRI’s in relation to support of public authorities in developing human rights based administrations.
 - IV. Advocacy training for the NCCLHR management on how to impact positively on key decision makers in society including campaign planning, mobilization and lobby activities.
 - V. International law and structures, and documenting, monitoring and reporting methods.
 - VI. Legal analysis, law reform and law making including law drafting and the development of hearing- and opinion documents.
 - VII. Participatory processes, the concept of fact based dialogue and how to conduct all the phases of a full fact based dialogue.
 - VIII. Human Rights Based Approach in regard to training, education as well as in regard to project management (Project Management Cycle).
2. Identify the main functions of the departments.
3. Identify tasks and services to be delivered to each target groups in order to fulfill the functions.
4. Identify the methods that need to be applied in order to be able to deliver the services.
5. Identify the tools and organizational infrastructure that needs to be used to deliver services.
6. Analyze skills and people needed to fulfill the functions.
7. Based on the above steps terms of reference for the functions need to be prepared. A training and development plan for the relevant personnel plan will be developed. A plan for ensuring that the material needs for fulfilling the functions are met.
8. In the definition of the functions it is necessary to analyze the need for the NCCLHR to be present and accessible through established office structures and/or networks for the “customers”.
Furthermore it is important to identify the necessary support functions for the work of the NCCLHR and its related networks. A documentation center is instrumental in that regard.

Expected outcomes:

NCCLHR is a well-defined organization.

The NCCHLR conducts systematical development of its organization in accordance to organizational development plans for personnel and infrastructure.

The NCCLHR has become capable to implement its strategic plan.

B. International Coordinating Committee for NHRI A-Rating

Strategic objective: *“The NCCLHR has achieved international recognition of being a NHRI in accordance to the Paris Principles”.*

- ICC A-rating is important for the development of the capacity of the NCCLHR. It provides access to support from the international community to national and international activities. Furthermore it underpins the credibility of the NCCLHR both internationally and on the national level, and it provides a certain protection of the NCCLHR in relation to attempts to apply outside pressures on the conduct of the NCCLHR. Finally it provides capacity building in form of knowledge on best practices in the conduct and performance of National Human Rights Institutions.
- The NCCLHR needs to map out the ICC accreditation criteria and then review Law No. 5 accordingly to ensure that the NCCLHR fulfill the criteria.
- The NCCLHR needs to establish a good and constructive relation with the legislature in order to find the right timing for the presentation of amendments to the existing law.

Expected outcome:

The legislative framework for the establishment of the NCCLHR has been amended to ensure its effective independence in accordance to the Paris Principles.

C. Establish “human rights dialogue forum”.

Strategic objective: *“The NCCLHR uses in practice the methodology of “human rights dialogue forums” and manage hereby to involve relevant stakeholders in human rights improving processes”.*

A “human rights dialogue forum” is a platform of all relevant stakeholders in relation to develop and discuss specific issues. Hence the concrete composition of a “human rights dialogue forum” is guided by who the relevant stakeholder are in relation to the issues to be dealt with. It is an advantage if the NCCLHR in composing the forum is able to link up to an international partner, which can support not only financially but also in giving the forum credibility and international exposure, which again can be utilized in regard to implementation of recommendations by the relevant implementers. Issues relevant to the strategic priorities are issues such as: Human rights and policing, human rights and media, human rights and business, human rights and health, etc. Key activities of such human rights forums are:

- Develop and issue booklets as basis for the forum seminar as well as for general awareness raising on human rights
- Holding seminars with all relevant stakeholders on contents of the published booklets and other relevant research reports in order to identify challenges and propose recommendations to relevant implementers

- Seminar reports with the recommendations for improvements for general dissemination as discussion documents
- Establish a national human rights dialogue forum to develop and discuss the bi-annual human rights report. The national human rights forum will apply same methodologies as described above for other human rights fora. In this case the bi-annual human rights report is the final discussion paper.
- Develop a calendar mapping out the number and the timing of human rights fora to be established by the NCCLHR

Expected Outcomes:

The method to conduct human rights dialogue forums is implemented in the NCCLHR as a general work methodology.

The NCCLHR has developed a three year calendar for dialogue projects on identified and prioritized human rights dialogues to be conducted.

D. Image Building

Strategic objective: *“The NCCLHR is capable to promote itself to and interact with the media in such a way that the NCCLHR’s activities are perceived by its target groups to be in line with the fulfillment of the mandated functions of the NCCLHR”.*

- Development of a NCCLHR training course for media professionals on human rights
- Training of relevant NCCLHR staff on media relations i.e. media statement composition, how to handle interview situations, how to relate to enquiring media, etc.
- A comprehensive package of materials presenting the role of the NCCLHR on a general level and on all its functions.
- Training of the NCCLHR in “story telling” in order to address the popular understanding of the relevance of the impact that the NCCLHR has in promoting civil liberties and human rights. “Story telling” has to be done in a way that ensures clear identification between recipients of the story and the relevance of the story.

Expected outcomes:

The NCCLHR has a high level of credibility among its target groups and among the public in general, “you get what you see”.

E. Funding strategy

Strategic objective: *“While the running costs of the NCCLHR are funded by the state budget, the NCCLHR receives additional funding from other sources to implement projects”.*

- The NCCLHR is an independent state institution, whose running costs are funded by the state. By law the NCCLHR should have a separate budget line in the state budget.
- The NCCLHR needs to develop a policy identifying the relation between their core business, where all running costs should be funded by the state, and time bound projects that could be funded by external donors.
- A project is a time bound one off activity as for instance a training program or a series of specific events. If a project is developed into a continuous activity of the NCCLHR it becomes part of the ordinary running of the NCCLHR, and should hence be funded by the state budget.
- The NCCLHR needs to develop a good relationship with all the representatives of the international community in Libya and other international sources for funding. The first steps in this relation will be promoting the NCCLHR among these representatives and dissemination of the NCCLHR promotional material.

Expected outcomes:

The NCCLHR has a specific budget line in the Libyan state budget, which is adopted by parliament as a law.

The NCCLHR has a well-established national and international network of partners, which provide project funding to the NCCLHR.

Key Result Area 2: The mandatory tasks of the NCCLHR

Overall objective: *“The mandatory tasks of the NCCLHR”: “Rights holders have access and show confidence to claim their rights, which are defined by law and implemented by duty bearers kept accountable under the rule of law”.*

A. Detention Centers

Strategic objective: *“The international conventions are the minimum standards for the treatment of all detainees in Libya”.*

- Specialized training in monitoring and documentation of detention centers and the prevention of torture. Hence, the training should encompass the treatment of detainees, the protection measures (information, sanction and complaints procedures), the material conditions (physical conditions, access to hygiene, food) and the regime and activities (administration of time for detainees) and the implementation and follow up of recommendations.
- The NCCLHR needs to promote the adoption of a national policy that can be the basis for the promotion of Libya’s adherence to all international torture preventing instruments and the development of a proper legal framework regulating all cases of detention and related procedures to be followed by law enforcement personnel. The national policy should also take into consideration the right of detainees to receive legal aid.
- The NCCLHR needs a policy and related procedures for detention, inspection and monitoring.

- The NCCLHR needs to develop procedures for ensuring the respect of relevant authorities for the mandated tasks of the NCCLHR in relation to inspection, monitoring and implementation of recommendations.
- The NCCLHR needs to develop an inspection action plan for monitoring detention centers including identification of necessary civil society network to support inspection (i.e. organizations for relatives of detainees, organizations specialized in torture monitoring and prevention etc.).

Outcomes:

Libya has a national policy and related legislation regarding adherence to all international torture preventing instruments as well as on the conduct of detention centers

The NCCLHR has policy and procedures for detention, inspection and monitoring.

The NCCLHR has developed a three year calendar for inspection, monitoring and reporting on detention centers and conducts systematic monitoring and reporting.

B. Complaints Handling

Strategic objective: *“Libya has developed and adopted a national policy, which is based on the principles of good complaints handling and ensures access to file complaints regarding human rights abuses. The NCCLHR has developed and adopted its own complaints policy, which is based on the principles for good complaints handling and that ensures that complainants have their complaints fairly treated and concluded”.*

- Specialized training in complaints handling principles and procedures.
- The NCCLHR should advocate to the government the need to develop a national policy describing procedures and principles for good complaints handling which encompasses the following principles:
 - A statement of role, intent and scope of complaints handling.
 - Accessibility where free service is accessible for all who needs it.
 - Openness and transparency. Public information about the service.
 - Flexibility. Responsive procedures to the need of the individual.
 - Proportionality. The process and resolution is appropriate to the complaint.
 - Efficiency. A service that strives to meet the standards for good administration.
 - Quality outcomes. Complaint resolutions that leads to positive change.
- The process of developing national complaint handling policy should involve all relevant service providing institutions and civil society stakeholders.
- Based on the national complaints handling policy a legal framework analysis should be conducted and relevant law reform initiated. Hence, the NCCLHR should advocate among government and parliamentarians the need to have a legal analysis conducted and formulated recommendations for change.
- The NCCLHR needs to develop its own policy on how it conducts complaint handling including tools and documentation. The complaints handling procedures should encompass the following steps:

- Receiving a complaint from a complainant.
 - Seeking a response from the organization being complaint about.
 - Trying to resolve the complaint as quickly as possible.
 - Carrying out some sort of “investigation” to identify the merits of the case, arrive at a conclusion and provide appropriate redress.
 - Feeding the outcome of systematic findings into best practices within the organization.
 - Case documentation file.
- Establishment and training of complaints network with civil society organizations and legal advisers that are able to provide counseling to complainants.
 - Based on a human rights based approach the NCCLHR and civil society conducts a rights awareness campaign to inform the public about their access to claim their rights and their access to complaint about violate.

Outcomes:

Increasing number of complaints treated by the NCCLHR reaches satisfactory solutions.

The NCCLHR and its networking with civil society enable citizens in all parts of Libya to file complaints and to reach settlements.

C. Monitoring and reporting

Strategic objective: “The NCCLHR produces reliable and valid reports concerning the human rights situation within the specific rights that are monitored with the support of established networks for monitoring and by conducted NCCLHR field studies. The NCCLHR fulfills professionally its obligations related to state reporting obligations”.

- Specialized training in monitoring and reporting including shadow reporting focusing on best practice standards and reporting processes related to UPR reporting, treaty body reporting, regional reporting and the NCCLHR annual report and bi-annual NCCLHR monitoring report.
- Monitoring include that the NCCHR has established networks capable of providing reliable and valid data concerning the human rights situation in Libya and the NCCLHR conducts systematic monitoring and reporting through field visits.
- The monitoring processes should be synchronized with the stakeholder meetings that are included in the reporting processes.
- Establishment of forum for broad civil society dialogue as an element in all reporting processes.
- A yearly human rights dialogue forum is held with the purpose to discuss how to implement NCCLHR report recommendations and recommendations from the UN reporting system.
- The NCCLHR needs to develop a calendar for international, regional and national reporting and planning the process to meet the deadlines.

Outcomes: The NCCLHR has an action plan, which is synchronized with the state and as well as the NCCLHR reporting obligations covering its role as advisor for the government on human rights reporting and its role as catalyst for civil society dialogue with the government.

The Libyan state reporting and civil society shadow reporting to the UN system has increased in timeliness and in quality.

A human rights dialogue forum action plan is being implemented based on human rights reporting recommendations.

D. Law reforms

Strategic objective: “Relevant ministries and parliamentary committees expect systematically to receive advice and hearing responses of high quality from the NCCLHR on draft bills with implications on the implementation on civil liberties and human rights. The NCCLHR propose draft bills if it is needed to harmonize the legal framework within a specific area of civil liberties and human rights protection.

- Libya need a harmonized legal framework and the NCCLHR should promote and advocate for a systematic sector wise approach and the use of participatory law reform processes. Therefore the NCCLHR should have the expertise necessary to be recognized as a valid sparring partner for the relevant parliament committees and ministries in regard to human rights aspects of law reform. The NCCLHR should have a special expertise in preparing hearing responses of high quality to draft laws. The strategic to law reform should follow the NCCLHR priorities which are secure NCCLHR capacity, detention, complaints handling, monitoring, education, health and business.

Outcomes:

The ministers and the parliamentary committees request advice and hearing responses from the NCCLHR and the NCCLHR’s responses are taken into consideration.

The NCCLHR prepare draft bills with outset in legal analysis based on human rights monitoring and evaluation recommendations and that the draft bills are prepared in participatory law reform processes.

E. Education and awareness raising

Strategic objective: “Curriculum of primary and secondary schools and curriculum related to law enforcement institutions have been revised and revision of education material have been initiated. A human rights dialogue forum on education and human rights has been conducted and proposed recommendation relating to an enabling environment for civil society based human rights awareness raising have been initiated”.

- It is important for implementation of human rights that all education curriculums include the human rights aspect of the specific education. It is not only a question of primary, secondary and high education; it is also in relation to all kinds of public education and especially in regard to all kinds of law enforcement institutions. The NCCLHR should together with an international partner

support the Ministry of Education in reviewing the relevant curriculum in a participatory process, which is based on the principles of human rights based approach. The NCCLHR should use the same approach in regard to institutions responsible for education and training of law enforcement personnel. The NCCLHR should use the “human rights dialogue forum” as basis for human rights awareness campaigns, which should be conducted by civil society including faith based organizations and in cooperation with national and international organizations with special knowledge within the theme of the specific campaign.

Outcomes:

Together with international partners, the NCCLHR delivers advice and support to the Ministries of Education, Interior and Justice in reviewing the relevant curriculums through participatory processes.

The NCCLHR conducts a human rights dialogue forum on education with all relevant stakeholders.

Key Result area 3: Sector wide approach to implementation of human rights

Overall objective: “Sector wide approach to implementation of human rights”: *“A Libyan civil liberty and human rights culture is promoted in all sectors of the Libyan society by sector approaches implemented through a national human rights action plan, which is adopted by the parliament”.*

A. Business

Strategic objective: *“The NCCLHR is capable to:*

- *Promote legislative initiatives that strengthens the Libyan state’s protection of human rights against third parties abuses;*
 - *To raise awareness about and to promote the establishment of a state entity specialized in advising business enterprises on how to show corporate responsibility to respect human rights;*
 - *To promote and provide impartial judicial or non-judicial aid for victims to seek and achieve remedies for abuses”.*
- First a specialized training in business and human rights in accordance with “Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect, and Remedy” Framework”, of the UN Human Rights Council; 16 June 2011 should be conducted.
 - Then the NCCLHR should conduct a “human rights dialogue forum” on business and develop an action plan on promotion implementation of the forum recommendations.

Strategic objective of the NCCLHR in 2014 – 16 for the business sector is:

Outcomes:

The business sector focal point as the NCCLHR monitors the business sector’s impact on human rights in Libya.

The issue of human rights and business has become an issue that is acknowledged by key governmental decision makers in Libya and by key representatives of the Libyan business sector.

B. Health

Strategic objective of the NCCLHR in 2014 – 16 for the health sector is: *“The public enjoys access to a health care system in accordance to human rights standards”*.

- The NCCLHR should conduct a “human rights dialogue forum” on health and develop an action plan on promotion implementation of the forum recommendations

Outcomes:

A human rights dialogue forum action plan provides input to the national policy on national health care as well as the national human rights action plan.

3. Planning base

3.1 Internal analysis

A. Main tasks

National Action Plan (Article 3.1):

The NCCLHR is, at this point of time, not active in relation to the development of a National Action Plan. In order to develop such a Plan, the NCCLHR should activate the parliamentary sub-committees and initiate a societal dialogue involving the civil society of Libya. Important stakeholders for the implementation of a National Action Plan for human rights such as the police authorities, should also get involved into the development of the Plan.

The legislative body (Article 3.2):

The NCCLHR is, at this point of time, not active in relation to development and reform of the legislation in Libya. Hence, the NCCLHR needs to communicate with the Ministry of Justice and with the parliamentary sub-committee on human rights, on appropriate legislation regarding the ratification of international treaties. This can be achieved by using the opportunity of dialogue in relation to the hearing process when the Parliament and the Ministry of Justice send the relevant legislation to the NCCLHR for commenting.

However, in order to do so, the NCCLHR should have a mechanism that enables it to participate actively in studying and formulating laws by opening appropriate channels of communication with the competent authorities.

The NCCLHR should further be able to play an active role in proposing legislation for the protection of human rights and civil liberties.

Civil society organizations (Article 3.3):

Task: Support, protects and encourage legal human rights organizations

Current status:

1. Dialogue and cooperation with advocating human rights based civil society organizations.
2. The NCCLHR conducts various activities with the aim to strengthen human rights in general.
3. The NCCLHR is conducting training courses with the aim to upgrade the competence of human rights activists.
4. The NCCLHR is participating in international activities.
5. The NCCLHR is giving material and moral support for civil society organization in order to conduct advocacy and human rights activities.
6. The NCCLHR is in continuous dialogue with international human rights organizations.

Problems faced by the NCCLHR:

1. Current dialogue is ongoing, but the NCCLHR faces a lack of participation and interest in human rights advocacy.

2. Lack of seriousness in the participation.
3. Lack of earnestness or credibility among the concerned authorities.
4. Potential partners tend to focus on the financial part of the cooperation.

Further initiatives:

1. NCCLHR needs to conduct a mapping of human rights based civil society organizations.
2. Networking between human rights based civil society organizations and the NCCLHR with the aim of involve them in concrete interventions.
3. Need for the development of training programs or these human rights based civil society organizations.

Map out national human rights challenges; formulate recommendations, handling of individual complaints and human rights monitoring (Articles 3.4 & 3.5):

Task: To monitor the challenges in the field of human rights and to formulate recommendations.

Current status:

1. The NCCLHR receives complaints directly and indirectly.
2. The NCCLHR is treating the complaints and refers the complaints to the proper authorities and follows up on complaints.
3. The NCCLHR is conducting field visits related directly to the complaints, as well as regular visits and surprise visits to centers of detention.
4. The NCCLHR is monitoring general protest activities and sit-ins related to violations of human rights.
5. The NCCLHR also takes appropriate initiatives to follow up on individual violations of human rights.

Problems faced by the NCCLHR:

1. Lack of seriousness in treating the complaints referred to them by the responsible authorities.
2. Lack of electronic database to document the incoming complaints and to follow them up (this problem is being treated).
3. Lack of coverage of all incidents and violations brought to them due to the lack of human rights trained staff.
4. General lack of experience among the employees of the NCCLHR.

Further initiatives:

1. To form a common work-group with human rights based organizations with the aim to conduct field visits and to follow up on complaints with the concerned authorities.
2. Create a dialogue forum with the security agencies supervising the detention centers.
3. To establish communication contacts with various media.
4. Capacity build the skills of the NCCLHR's administration in order to be able to conduct a training on human rights that relates to places of detention.

International cooperation (Article 3.7):

Current status: The department of international affairs is currently being developed.

1. The NCCLHR is conducting a dialogue with a variety of human rights based organizations with an international outlook.
2. The NCCLHR has signed several cooperation agreements with international organizations that are working in the field of human rights.
3. The NCCLHR is currently in negotiation with international institutions in order to organize training and with the aim to introduce human rights and business to Libya.
4. NCCLHR is working on adopting the UN Guiding Principles on Human Rights and Business in Libya.

Problems faced by the NCCLHR:

1. Lack of skilled employees.
2. Lack of a Centre of Documentation containing treaties and protocols and other international human rights documents.

Further initiatives:

1. International networking and looking for independent financial support.

Expert input to Libyan delegations and contributions with opinions to state obligated reporting (Articles 3.8 & 3.9):

Current status:

1. The NCCLHR is in continuous dialogue and interaction with the human rights committee in the Parliament.
2. The NCCLHR is in dialogue and interaction with the Ministry of Justice, the Ministry of Interior Affairs, the Ministry of Foreign Affairs and the Ministry of Health and Education.

Problems faced by the NCCLHR:

1. The NCCLHR's efforts to interact is met by lack of seriousness by governmental institutions.

Further initiatives:

1. The NCCLHR must persevere in its constructive dialogue with state institutions and apply pressure in order to obtain results.
2. The NCCLHR must develop effective methods for communication and interaction with the state institutions which overcome the bureaucratic hindrances.

Human rights culture (Article 3.10):

Organize conferences and seminars to inform about human rights through community dialogues. To support, protect, and encourage legal civil society organizations and institutions.

Human rights empowerment (Article 3.11):

The NCCLHR organizes workshops that target different segments of society to disseminate human rights culture through addressing different relevant thematic subjects. Moreover, the NCCLHR has produced a short educational video clip in the field of human rights and civil liberties.

The NCCLHR has a satisfactory cooperation with the media to ensure some publicity for the NCCLHR and its objectives and current activities.

However the NCCLHR should take the following initiatives:

1. Improve the level of cooperation with the Ministry of Education in order to reach a common vision to include a training in human rights in the educational curricular.
2. Target the segments of society that are not able to communicate with the media.

Training and upgrading the competencies of public employees in regard to human rights (article 3.12):

The NCCLHR has an ongoing cooperation with the Ministry of Labor concerning human rights training. NCCLHR is involved in training and in organizing workshops for civil society. However the NCCLHR needs to be able to target:

1. Those institutions that are mandated to enforce the law such as the police and army. The police need training in rule of law and human rights based law enforcement and the military institutions needs training in International Humanitarian Law.
2. The detention centers in Libya, where NCCLHR needs to effectively monitor the conduct of managers of these facilities to ensure the protection and respect of human rights and to upgrade the competencies of the staff of detention centers enabling them to perform their duties within the framework of human rights.

NCCLHR publications (Article 3.13):

The NCCLHR has published a number of leaflets and flyers aiming at informing the general public about the NCCLHR. The NCCLHR has further set up a web-site and is present in the social media such as Facebook. The information aims at presenting the NCCLHR as an institution and at informing about its functions. However, the NCCLHR also needs to conduct the following:

1. Publish periodical magazine that aims at disseminating a human rights culture by publishing related studies and researches.
2. Issuing awareness raising posters to identify a certain right or civil liberty targeting the general public.

Bi-annual report (Articles 3.6 & 3.14):

The NCCLHR monitors in compliance with the law the status of human rights and civil liberties in Libya.

1. The reporting on human rights and civil liberties should be made available in many languages in order to inform the international community on the situation in Libya.

2. The reporting should especially be made available to the general public in Libya by using a many faceted publication and by adopting a dissemination strategy.
3. To upgrade the quality of the reports in order to provide a concise and comprehensive overview on all aspects of human rights and civil liberties in Libya.

Safeguard present and coming legislation (Article 3.15):

The NCCLHR has appealed before the Supreme Court the unconstitutionality of some laws claiming they amount to a violation of human rights and civil liberties and have had success with some of these appeals. However, the NCCLHR should further:

1. Increase the capacity of the NCCLHR to express its opinions on draft laws before they are adopted by Parliament. Such opinion should be conveyed to Parliament before the discussing the draft law and hence, prevent the passing of legislative frameworks that violate human rights and civil liberties.

B. Work methodologies

- Expertise on Human Rights;
- Facts based dialogue;
- Strategic planning;
- Project planning and facilitation;
- Project Cycle Management;
- Indicators systems and monitoring;
- Legal analysis of legislative frameworks;
- Field studies;
- Law reform processes;
- Law drafting;
- Opinion reports;
- Promotion of an enabling environment;
- Facilitating state – civil society dialogue at all levels;
- Support civil society national agenda setting;
- Advocacy processes;
- Conferences;
- Workshops;
- Training seminars;
- Identification of human rights challenges;
- Human Rights country risk analysis
- Human Rights Impact Assessment (HRIA)
- Guiding principles tool box;
- Documentation;
- Stakeholder analysis;
- Target identification;
- Power mapping;
- Process: Receiving of complaints; Investigation of complaints (hearing process), resolution or conclusion of case; recommendation;

- Principles: Accessibility; Flexibility (being responsive to individual needs); Openness and transparency; Proportionality; Efficiency; Quality outcomes (lead to positive change).
- UPR – reporting;
- Treaty – reporting;
- UN – system;
- Regional system;
- Regional reporting;
- International Human Rights Law;
- International human rights law and instruments;
- Human Rights Based Approach training methodology;
- Human rights training of trainers courses;
- Media strategies;
- Conferences;
- Discussion papers;
- Annual report documentation and writing methodologies;
- Development of publication;
- Formulation of media statements;

C. Cooperation partners

The NCCLHR has formalized cooperation with the following institutions:

1. The Danish Institute for Human Rights.
2. The National Council for Human Rights in Morocco.
3. The Qatari Commission for Human Rights.
4. 9 Bedford Row International London, Chambers of Anthony Berry QC
5. American Bar Association
6. International Legal Assistance Consortium
7. Mazars LLP

D. Resource overview

Funds (millions)	2011		2012		2013	
	Estimated	Realized	Estimated	Realized	Estimated	Realized
Staff					3,000,000.000	2,195,079.014
Activities					9,000,000.000	2,152,654.790
Total					12,000,000.000	4,347,733.804

**The organizational structure of general administration staff
In Tripoli
In all 2 Employees in 2012; 42 Employees in 2013**

	Departments and offices	The number of employees in each department		
		2011	2012	2013
1	Office of the President of the Council	n/a	n/a	3 Employees
2	Office of the Executive Director	n/a	2 Employees	2 Employees
3	Office of the Deputy Executive Director	n/a	n/a	4 Employees
4	Department of Audit	n/a	n/a	1 Employee
5	Information Office	n/a	n/a	2 Employees
6	Follow-up Department	n/a	n/a	10 Employees
7	Financial Department	n/a	n/a	4 Employees
8	Legal Office	n/a	n/a	1 Employee
9	Secretariat of the Council	n/a	n/a	1 Employee
10	Public Relations Department	n/a	n/a	3 Employees
11	Department for the support for civil society organizations	n/a	n/a	3 Employees
12	Department of Administrative Affairs	n/a	n/a	13 Employees

**Organizational structure of the Council's staff
The Benghazi Branch
In all 15**

	Departments and offices	The number of employees in aeach management		
		2011	2012	2013
1	The office of the General Manager of the Benghazi branch	n/a	n/a	2 Employees
2	Management of the institutions of civil society	n/a	n/a	7 Employees
3	Monitoring and Complaints Management	n/a	n/a	3 Employees
4	Information Office	n/a	n/a	1 Employee
5	Public Relations	n/a	n/a	1 Employee
6	Cooperation	n/a	n/a	1 Employee

**The organizational structure of the Council's staff
Almarj Branch
In all 2 Employees**

Departments and offices	The number of employees in all management		
	2011	2012	2013
Office of the manager of Almarj Branch	n/a	n/a	2 Employees

3.2 External analysis

A. International human rights laws which are ratified by Libya

Conventions ratified by the Libyan state:

1. The International Covenant on Civil and Political Rights(CCPR).
2. International Covenant on Economic, Social and Cultural Rights(CESCR).
3. Convention on the Rights of the Child (CRC).
4. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
5. International Convention for the Protection of the Rights of All Migrant Workers and Members of Their Families (CMW).
6. International Convention on the Elimination of All Forms of Racial Discrimination (CERD).
7. Convention against Torture and Other Cruel Treatment or Punishment.
8. Convention on the Rights of Persons with Disabilities (CRPD)

B. Target groups

The State

The NCCLHR is in continuous interaction and dialogue with the ministries of: Justice, Interior Affairs, Education and Health, Social Affairs and Foreign Affairs as well as the related institutions that belong to these ministries. The NCCLHR is also in interaction and dialogue with the judicial institutions and general prosecutor. The NCCLHR have also some contact the ministries of Culture, Media as well as Religious Endowments.

Civil Society

The NCCLHR is in dialogue and interaction with the human rights based civil society organizations, the scouts, Red Crescent, Sports and social clubs and cultural associations, students associations and trade unions.

The business sector

This is a new intervention area, which nevertheless may become very important considering the important extractive sector and the future business opportunities in Libya. Hence, the NCCLHR is in need to establish a dialogue and interaction with the Ministry of Economy and Trade as well the Trade Chambers with the aim to incorporate legislation committing companies and commercial entities regardless of their size and business, whether it is national or international, to support and respect human rights when conducting their work in Libya [through the NCCLHR].

C. External influencing factors

- *Lack of security, widespread possession of weapons, and the presence of armed groups:* Many armed groups have been affiliated with or integrated into government security forces and are to report to civilian authorities. However, the government has nevertheless not been able to establish full security control throughout the country. In reality, militias tend to act autonomously, which is a threat to the public security. Arbitrary arrests and detentions of citizens without formal charges and the holding them indefinitely without due process is a major problem, which is further exacerbated by some militias having established illegal detention centers. Much relevant information about the detention centers is not available due to the lack of governmental control, inadequacy of record keeping, alternative sentencing practices, and lack of access to visitors. Hence, the lack of governmental control over armed groups, militias, and police influences the performance of the NCCLHR as investigating, monitoring and documenting human rights violations related to arrests and detention conditions and treatments, which is difficult and sometimes threatening to the NCCLHR monitors.

The widespread diffusion of arms and ammunition adds to the general sense of insecurity, which is underscored by arbitrary and unlawful killings, which often apparently are politically motivated.

- *Incapacity of public structures to impact on the situation in Libya:* The government lacks capacity and a basic legal framework to protect civil and judicial rights. The current situation is characterized by confusion of the applicability of new and old laws, the lack of a capability to enforce the legislation and lack of competency of the court system. Persons are held without access to a lawyer, without information of concrete charges against them, and the courts struggles to deal with politically sensitive cases and judges fear for their personal security. Hence the responsiveness of the government to the needs of the citizens of the establishment of a system of rule of law is low.
- *Absence of a human rights culture in Libya:* A human rights culture consists of processes to ensure awareness and empowerment of citizens, training and correcting behavior of law enforcement personnel, secure provisions of services from the state in accordance to law, correct behavior from all business entities and equal opportunities for all civil society organizations to conduct their activities within a transparent and predictable legal framework as independent and free entities in accordance with human rights standards. However such a human rights culture is only in the making in Libya after Gadhafi era of systematic state-sanctioned human rights violation and suppression of basic civil liberties.

- *NCCLHR is misunderstood by political parties:* Prior to the July 2012 elections political parties flourished and multiplied. However, after the election of the General National Congress the understanding of the role and function of the NCCLHR by the elected parties seems to be low. The parliamentary sub-committee on human rights, which should be a strong ally for the NCCLHR, tends to regard the NCCLHR as some sort of rival.(be aware this if published can cause friction.HZ)
- *Biased media and pressures on the freedom of expression:* The responsibility of the media is sensitive when it deals with the political affairs of the state. The media has a key importance in shaping the public opinion. The Libyan state witnesses disorganization, with absenteeism of public officials, lack of public security and awareness about human rights, and the spread of weapons. Hence, the media faces difficulties in performing its tasks properly. The most important difficulties are:
 - Threats on the life of media employees.
 - Pressures in form of attempts to corrupt the media and acts of intimidation. The increase in the number of the victims among the media people and the journalists, which results in journalists and media employees working in fear. This fear can include self-censorship of media in order to avoid inconveniences as well as retaliations while covering serious violations of human rights committed by named individuals.
- *Nepotism, favoritism, and general lack of meritocracy:* There is an endemic state of favoritism in relation to official appointments in the state administration as well as in the allocation of labor benefits. This favoritism is a side effect of strong tribal and clan solidarity, which influence the decisions of holders of public offices when treating any case brought to their attention. This is also the case in relation to violations of human rights.
- *Uncertainties whether the coming constitution of Libya will be secular or religious:* The future of Libya will be determined in many ways by the formulation of the new post-Gadhafi constitution. The relation between secularism and religiousness of the state will be determined. For the NCCLHR it is paramount that civil liberties and human rights are guaranteed by the constitution as fundamental rights of all Libyan citizens, and that NCCLHR will become a constitutional entity.
- *The role of religion, sharia and conservative culture:* Libya is a traditionalist society with religious sentiments. Hence it is important for the NCCLHR to approach human rights and civil liberties in a manner that is complementary to the Libyan culture and is not perceived by the public as conflicting traditionalist values and religious beliefs of the people.
- *Rights of disabled are not implemented:* The state is obliged to provide monetary and other types of social assistance to persons with physical, sensory, intellectual, and mental disabilities. However, there is currently a total lack of amenities to people with physical disabilities. All urban infrastructures and public institutions such as hospitals and clinics lack basic facilities for disabled people.
- *Lack of NCCLHR outreach to all the country:* Beside the main NCCLHR office in Tripoli, the NCCLHR is presently only established in Benghazi with facilities that are accessible for the population. Hence the

fulfilling of the tasks of the NCCLHR are impacted by the lack of a sufficient organizational infrastructure to enable the NCCLHR to reach out to the population in all areas of the country.

- *Lack of human rights awareness:* The knowledge and awareness of people in all segments of the Libyan society and among public officials regarding human rights is very weak. Decades of personalized dictatorship, marginalized institutions and complete isolation from the international community has left the Libyan society without the common human rights awareness, which is basic among citizens in almost all other advanced countries. This is a main hindrance to instill a culture of human rights in Libya and for shaping a human rights foundation for future Libya.
- *Lack of established continual professional development standards for NCCLHR staff and lack of influence in the current Libyan legal training system:* The general lack of human rights awareness also impacts on the recruitment and development of competent NCCLHR staff. There is a need for development of NCCLHR staff to become true experts on civil liberties and human rights. This need is matched by a corresponding need for increasing the concrete knowledge on human rights among public officials, which on a long perspective should be increased by ensuring that the Libyan academic training system encompasses a thorough training in human rights.

3.3 SWOT analysis

Strengths	
1	The NCCLHR has a clear and strong mandate.
2	The employees and the members of the NCCLHR are strongly committed to the development and protection of human rights.
3	The financial capacity of NCCLHR is presently good.
4	The NCCLHR is independent from other state institutions.
5	The political climate in Libya is positively inclined for the NCCLHR to conduct its work.

Weaknesses	
1	The limited skills and technical capacity of the NCCLHR's various administrative units as well as in the broader society.
2	Media coverage is not good – lack of capacity of media to communicate on human rights issues Inability of media to convey a true image of events.
3	The inability of the NCCLHR to cover the whole country and to follow up on all events.
4	Lack of well-developed international relations.

Opportunities	
1	The 17 th February Revolution has given the change and the freedom rights to Libya.
2	The founding legislation: Law no. 5 of the NTC, which has set up the NCCHLR. The mandate gives the NCCLHR a wide range for the implementation of interventions to promote human rights.

3	Financial support by the competent authorities, which is the General National Congress.
4	Libya has signed international conventions, treaties and agreements, which contain strong guarantees for human rights.
5	The NCCLHR cooperates with international and national legal human rights organizations, which guarantees the promotion of a culture for human rights.
6	Libya has a special United Nations Support Mission, the UNSMIL.
7	The human rights principles are guaranteed by the religion of the state. The religion of the state is Islam and Islamic sharia has guaranteed the protection of human rights.
8	Good relationships with the leaders of the revolution in the detention centers has ensured their good cooperation during the field visits to the detention centers enabling us to monitor violations and to present recommendations to limit violations.
9	Existence of active lawyers within the field of human rights who have experience and knowledge in the concepts of human rights have given the NCCLHR an excellent opportunity to strengthen the concepts of human rights.
10	There is an opportunity for the NCCLHR to obtain an A classification by the ICC for NHRIs

Threats	
1	Absence of a human rights culture.
2	Spread of weapons and militias poses a threat to the NCCLHR for implementing its activities. It also threatens the safety of the observation team. Spread of weapons among the different segments of society put a heavy burden on the shoulders on those who work in the field of human rights.
3	The government is weak in imposing security. The government is not able to carry out clear plans that may contribute to maintaining the security and provide a fertile environment to achieve human rights.
4	The government and the legislative authorities do not cooperate in issuing adequate legislations as needed by the actual situation of the country. Old legislation needs to be reviewed and new legislation needs to be issued in compliance with human rights standards.
5	The military prosecutor does not cooperate. There is no response from this authority, which negatively impact on the NCCLHR's efforts in implementing its activities with regard to issues related to human rights protection, especially in regards to detention and detention centers.
6	Difficulties in observing violations (observation teams face threats by the militias, especially those who are running detention centers).
7	The absence of other funding resources (the only funding sources existing now is the legislative power).
8	Weakness of civil society awareness (the state had undergone a political dictatorial regime which contributed in weakening the awareness level).
9	The low efficiency of man powers (absence of clear plans by the competent authorities to develop man powers which consequently support society to achieve its ambitions).
10	Executive powers are at present putting pressure on NCCLHR by delaying or withholding funding.

3.4 Identified potential areas of interventions to fulfill mandate

1. Work on developing the legislative system of the country by reviewing and amending the existing legislations and by putting pressure to reform them and to observe how they are incomplete.

2. Work on including human rights and civil liberties in the Constitution and the Constitution should state clearly the constitutionalisation of the NCCLHR.
3. Follow up the implementation of international treaties, conventions and agreements related to human rights; and motivating the state to join the related conventions and treaties; and ratifying them; and complete the procedures related to joining the accompanied protocols.
4. Developing the NCCLHR's mechanisms of documentation and observation through using the available financial capacity and the good relation with revolutionary leaders, human rights activists, and legal civil institutions.
5. There is a need to target those who are in charge of enforcing the laws through training in human rights
6. To expand NCCLHR spatially and qualitatively with regard to observation and documentation in such way to raise the effectiveness of the NCCLHR to stop violations and following them up.
7. Work on disseminating a human rights culture at the detention centers, educational and health institutions etc. through publishing a periodical, through distribution of flyers, through the printing of booklets and other publications related to human rights.
8. Encourage, motivate and put pressure on the competent authorities to enhance the infrastructure of human rights in the detention centers. Also, the infrastructure of the educational and health institutions needs to be developed to enable all to enjoy a good quality of health and education.
9. Raise the level of communication with civil society organizations through raise the awareness of the civil society organization of the NCCLHR and its tasks.
10. Finding mechanisms to classify and assess civil society organizations.
11. Raise the efficiency of the civil society organizations through training and providing the needed support for them.
12. Finding mechanisms to raise the level of participation of civil society and that may support the NCCLHR in implementing its tasks.
13. The adaptation of the concept of improving and raising the level of communication among the civil society organizations.
14. Develop mechanisms and procedures to follow up complaints at the prosecution authorities to ensure the correct application of the law and the guarantee of the rights to achieve justice for all parties.
15. Develop the mechanisms of the NCCLHR performance in dealing with complaints related to political, social and economic rights and set the needed regulations to deal with them and urge the state to settle them according to the law.
16. Raise the level of cooperation with the international and local organizations and the activists to carry out specific and different programs to disseminate a human rights culture.
17. Enhance and develop media relations with the media institutions to disseminate the culture of human rights.
18. Increase the production of leaflets, publications and flyers aimed at disseminating human rights and raise awareness about the NCCLHR to the public.
19. Initiate cooperation with the Ministry of Religious Affairs and Endowment to disseminate human rights culture from the religious perspective.

20. Use and employ the humane principles of the Islamic religion in cooperation with the Ministry of Endowment to explain the religious point of view in regard to this point and to work on disseminating it.
21. Use all the international and local relations of the council to get training to raise the society and the NCCLHR's efficiency of employees.
22. Use the financial resources to train media sector in the field of human rights and to show the importance of the role of media in this regard.
23. Cooperation on human rights with religious institutions: Dialogue on human rights with the clergy, conferences, etc.
24. Develop a policy and strategy for achieving diversified funding enabling the NCCLHR to conduct interventions that are beyond the frame of public funding for the NCCLHR.
25. Develop a media strategy encompassing both raising the awareness of the media professionals on the relevance of human rights and civil liberties in Libya and also ensures a constructive relation between NCCLHR and the media.
26. Establishment of a human rights documentation center that will provide all types of information and documentation related to human rights and civil liberties for public officials, students, researchers and other interested segments of society.
27. Create a human rights forum for civil society, state institutions and the business sector, which will establish a platform for a societal agenda setting fact based dialogue on key human rights issues for building a human rights culture in Libya.
28. Establish an entity in the NCCLHR, which is capable for analyzing the legal framework of Libya and recommend and concretely draft law proposals for legal reforms.
29. Ensuring a clear understanding at the NCCLHR of the concept of civil liberties and human rights both in relation to international human rights standards and in relation to the Libyan context.
30. Incorporation of international human rights standards in the Libyan legislative framework.
31. Systematic training of NCCLHR and of human rights based civil society in the relevance of human rights and civil liberties in relation to the Libyan society, its past and its future.
32. Comprehensive human rights awareness raising activities of NCCLHR in terms of publications, all forms of media relations, workshops, symposiums, seminars and lectures for the different sectors of society jointly with the civil society organizations to raise awareness about the concept of human rights and civil liberties.
33. To provide books, magazines and publications related to human rights and civil liberties in cooperation with the Ministry of Culture to existing libraries and Civil Society in order to enable Libyan citizens to become familiar with human rights.
34. Establishment of an institute for Human Rights and Civil Liberties capable of researching key issues relating to human rights in Libya.
35. Advocacy at governmental level of the need to establish a governmental cross cutting Ministry for Human to be the governmental focal point for incorporation of human rights standards in Libya, and to be the human rights reporting entity of the Libyan state and at governmental level follow up on the implementation of UN human rights recommendations.